

SECOND ANNUAL REPORT

OF THE

MASSACHUSETTS

COMMISSION FOR THE BLIND.

FOR THE YEAR ENDING NOV. 30, 1908.



BOSTON:

WRIGHT & POTTER PRINTING CO., STATE PRINTERS,
18 POST OFFICE SQUARE.

1909.



"CAMBRIDGE" RUGS. — Hand-woven Rugs made by Blind Men at the Workshops of the
Massachusetts Commission for the Blind, Cambridge, Mass.

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APPROVED BY
THE STATE BOARD OF PUBLICATION

COMMISSION FOR THE BLIND.

JAMES P. MUNROE of Lexington, <i>Chairman</i> ,	.	.	Term ends 1912.
Miss ANNETTE P. ROGERS of Boston,	.	.	Term ends 1909.
J. H. A. MATTE of North Adams,	.	.	Term ends 1913.
Mrs. JOHN T. PRINCE of West Newton,	.	.	Term ends 1910.
WALTER B. SNOW of Watertown, <i>Secretary</i> ,	.	.	Term ends 1911.

DEPARTMENT OF REGISTRATION AND INFORMATION.

LUCY WRIGHT,	<i>Superintendent.</i>
LOTTA S. RAND,	<i>Deputy Superintendent.</i>

INDUSTRIAL DEPARTMENT.

CHARLES F. F. CAMPBELL,	<i>Superintendent.</i>
CHARLES W. HOLMES,	<i>Deputy Superintendent.</i>
LENA E. MENDELSON,	<i>Deputy Superintendent.</i>
GEORGE S. MANSFIELD,	<i>Distributing Agent.</i>

The Commonwealth of Massachusetts.

REPORT.

His Excellency the Governor, and the Honorable the Members of the Council.

GENTLEMEN : — The Massachusetts Commission for the Blind beg leave to submit the following report, covering the period between Dec. 1, 1907, and the end of the last fiscal year, Nov. 30, 1908.

The appointing of the commission, under chapter 385 of the Acts of 1906, was the outcome of an agitation, begun nearly ten years earlier, for greater attention on the part of the Commonwealth to the needs of the adult blind. A valuable report by the late Frank A. Hill, at that time secretary of the State Board of Education, on the "Feasibility of instructing the Adult Blind at their Homes," was followed by legislation authorizing the instruction, under the direction of the Perkins Institution and Massachusetts School for the Blind, of adults in their homes, and making appropriations therefor.

In 1902 was formed the "Massachusetts Association for promoting the Interests of the Adult Blind," which was instrumental in leading the Legislature to appoint a commission to investigate the condition of the adult blind. That commission, consisting of Dr. E. M. Hartwell, Mr. A. H. Hardy and Miss Agnes Irwin, made a report to the General Court, on Jan. 15, 1904, and a second report on Jan. 15, 1906. These reports took effect in the legislation already referred to, authorizing the Governor, with the advice and consent of the Council, to appoint five persons "to prepare and maintain a register of the blind in Massachusetts . . . to act as a bureau of information and industrial aid . . . to establish, equip, and maintain one or more schools for industrial training, and workshops for the employment of blind persons . . . to devise means for the sale and distribution of the products of such schools and workshops . . . to ameliorate the condition of

the blind by devising means to facilitate the circulation of books, by promoting visits among the aged or helpless blind in their homes, and by such other methods as it may deem expedient: *provided*, that the commission shall not undertake the permanent support or maintenance of any blind person. . . . The members of the board shall receive no compensation for their services."

This act also appropriated \$20,000 for the carrying out of the above provisions for the remaining months of that fiscal year. For the year 1906-07 was appropriated \$40,000, of which \$15,000 was by a special act allowed as working capital for the industries. A like sum was appropriated by the General Court of 1908.

PERSONNEL.

The original commission, as appointed by His Excellency Governor Guild, and approved by his Council in July, 1906, consisted of Dr. Edward M. Hartwell of Boston (subsequently elected chairman of the Board), Miss Helen Keller of Wrentham, Miss Annette P. Rogers of Boston, Dr. J. H. A. Matte of North Adams and Robert L. Raymond, Esq., of Milton (subsequently elected secretary). On the expiration of Mr. Raymond's term, in July, 1907, and upon his declining to serve again, Mr. James P. Munroe of Lexington was appointed in his place. During 1908 the commission suffered a further loss through the resignations of Miss Keller and Dr. Hartwell, both of whom found it impossible, consistently with their other duties, to carry the burdens incident to service upon the commission. The vacancies thus created were filled by the appointment, in February, 1908, of Mrs. John T. Prince of Newton, and, in November, 1908, of Mr. Walter B. Snow of Watertown. As now organized, Mr. Munroe serves as chairman and Mr. Snow as secretary of the commission.

LOCATION.

The headquarters of the commission are established at rooms 308, 309 and 310 of the Ford Building, 15 Ashburton Place. There are held the semimonthly meetings of the commission, and there are to be found the superintendent and deputy superintendent of registration and information, the deputy superintendents of the industrial department, and other workers. In addition, the commission have established workshops for men, occupying two floors of a brick building, 686 Massachusetts Avenue, Cambridge; a

workshop for women, at 277 Harvard Street, Cambridge, at which place are the headquarters of the superintendent of the industrial department; a salesroom for articles made by the blind, at 383 Boylston Street, Boston; a shop for employment and instruction, at 24 Dunham Street, Pittsfield; a workshop for men, at 98 Central Street, Lowell, and another workshop for men, at 194 Front Street, Worcester. The aims of these several shops and the results thus far accomplished will be considered later.

DEPARTMENT OF REGISTRATION AND INFORMATION.

In the first annual report of the commission the preliminary work of ascertaining the number and status of blind persons in Massachusetts was explained at length. As a result of this investigation, there were found recorded on Dec. 1, 1907, the names of 3,907 blind citizens of the Commonwealth, in regard to the great majority of whom the commission possessed accurate and recent information. During the period Dec. 1, 1907, to Nov. 30, 1908, additions to and corrections of this list have been made, as follows: —

Names recorded up to Dec. 1, 1907,	3,907
New names added, Dec. 1, 1907, to Nov. 30, 1908,	246
	<hr/>
	4,153
Removed,	21
Died,	19
	<hr/>
	40
	<hr/>
Total,	4,113

The securing of this information was of course fundamental to the work of the commission, and the carefully classified records are of daily use and value not only to ourselves but also to other workers for the blind. In obtaining additions and corrections the commission have been greatly helped by the hearty co-operation both of the blind themselves and of various State, municipal and private boards, especially the Massachusetts Charitable Eye and Ear Infirmary, the officers of which send to our superintendent of registration immediate notice of all cases of blindness coming to their attention.¹

¹ For further report of the work of the department of registration and information, see Appendix A. In this connection the friends of the blind are urged to send information to the office of the commission of all deaths, removals from the State or recoveries of sight, so that the register of the blind may be kept fully up to date.

It is the desire of the commission to reach every blind person who may be helped by us, and who cares for such assistance, at the time when aid, given either directly through the resources placed at our command, or indirectly by putting him in touch with other agencies for advice and help, may be of most value to him. Moreover, we are anxious to be kept informed of those blind workers who have so well succeeded through their own efforts as to need no help from the commission, but whose example cannot fail to be very stimulating to others. To a number of such successful blind men and women we are under obligation for most valuable and valued service during the past year. As regards the young, we are fortunate in having the co-operation of the State Board of Education, which has agreed to make special inquiry concerning blind and partially blind children in the taking of the annual school census.

DISPOSITION OF CASES.

Having secured definite information regarding an applicant for aid or counsel, it is obvious that there are many directions in which the commission may proceed in their endeavor to perform the duties with which they are charged. In the case of a child, they may ask the co-operation of the medical authorities, in the hope that medical or surgical aid may be of value; of the school authorities, if the child is being denied an education; of the various philanthropic associations, if there appears need of financial assistance or wise guardianship; of the Perkins Institution for the Blind, if the child seems a suitable candidate for that school; of the trustees of the School for the Feeble-minded, if there be mental as well as visual defect; or of local individuals or organizations, if it be merely a question of friendly interest in the child and its family. In the case of an adult, the commission must decide whether or not it is one for the attention of local or State charitable organizations, and they may suggest medical or surgical alleviation. There is a much larger question, however, in all such cases, than that of mere relief or support, — the question of giving the blind person occupation, and of making him, if possible, partly or wholly self-supporting. Enforced idleness is the greatest curse of blindness, and one of the chief duties of the commission, as they understand their obligations, is that of furnishing, directly or indirectly, such training to those who desire it as may enable the blind adult at least to keep himself occupied, and at best to earn a comfortable living.

Summary Outline of Commission's Work, Dec. 1, 1907, to Nov. 30, 1908, showing that the Commission has been in Touch with 676 Blind Persons this Year, of whom 392 have been helped in 767 Ways.

	Number in Groups.	Indi- viduals not counted Elsewhere.
1. Results: —		
(1) Training given or expenses provided during training.	77 ¹	64
(2) Regular employment given or secured, . . .	80 ¹	46
(3) Temporary work given or secured, . . .	18 ¹	7
(4) Home industry fostered (loans, equipment, solicitor, etc.).	91	29
(5) Employment and training given through sales-room.	100	79
(6) Information and advice (occupation, boarding places for workers, etc.).	49	31
(7) Reported to other { for blind,	115	55
agencies, . { general agencies,	84	24
(8) Recreations, symphony tickets, vacations (given by others through us).	153	57
	767	392
2. Pending for various reasons (work, supervision, etc.),	132	117
3. No results: —		
Because died, removed, incapacitated, etc., . . .	167	167
Total,		676

¹ These figures cover sub-groups in which some individuals appear twice. For details of (1), see table on p. 30; of (2), see table on p. 32; of (3), see table on p. 33; of (4), see table on p. 34.

HOME WORK.

The commission, having taken over in the summer of 1907 the home industries for women, formerly maintained by the alumnae of the Perkins Institution for the Blind, are making every effort to promote the sale, through their rooms on Boylston Street, of all such articles as may be made by the blind in their homes. The training of these home workers is largely done by the home teachers (maintained, under the supervision of the Perkins Institution for the Blind, by legislative appropriation), upon whose friendly co-

operation we depend. We have referred to them 41 pupils in the course of the year, and they in turn have reported to us 18 persons wishing for our attention. In addition, the commission employs when necessary, for supervision of special orders for knitting or sewing and for the teaching of new patterns, a special teacher, who goes to the blind workers in their homes.¹

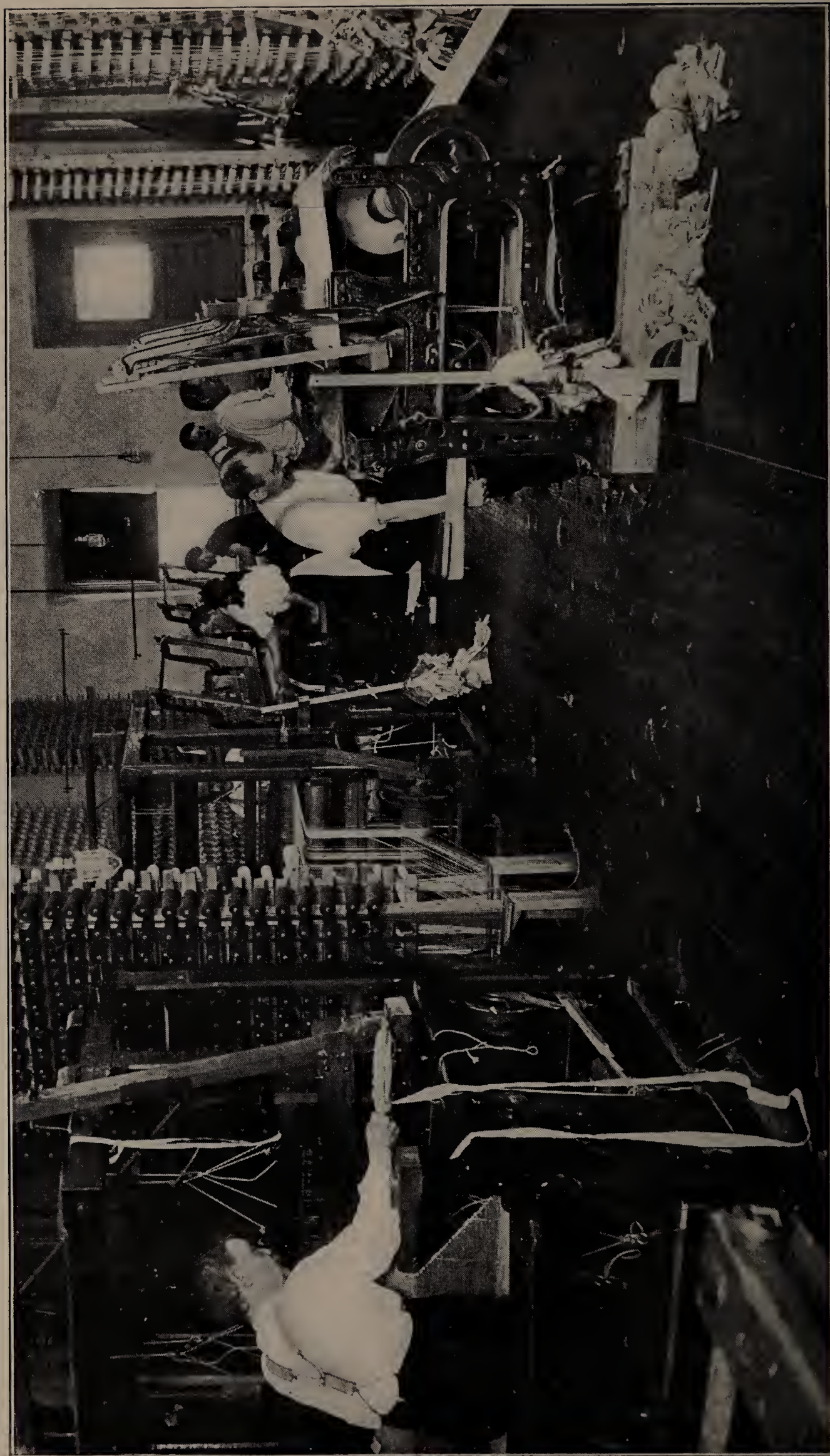
BROADER INDUSTRIES.

Since, however, the field for such household industries must always be limited, the commission from the first have sought larger opportunities for the adult blind, and they have done this mainly in four directions : (1) by finding openings for persons without sight to work in company and on substantially equal terms with the seeing; (2) by training the blind for industries which they may carry on, singly or in groups, in shops maintained by themselves; (3) by establishing workshops wherein the blind, under seeing supervision, may produce in large quantities articles which find a ready sale in the open market, not because they are made by the blind, but because they are intrinsically excellent; and (4) by making loans of tools, material or other substantial assets to blind men, through which to establish themselves or to tide over some peculiarly difficult situation in their efforts to be self-supporting.

Opportunities to work with the Seeing.

The task of finding openings to work in association with the seeing is always difficult, because of the belief of most employers that blind persons cannot work as well as those with sight, and because of the not unnatural fear that, because of lack of sight, the workers may receive injury for which the employer will be held accountable. The endeavor to secure such opportunities, has, moreover, been peculiarly unfruitful during the past year because of the fact that most employers have been reducing rather than increasing their working force. Nevertheless, at the present time there are blind men who, through efforts of our industrial department, are working side by side with the seeing, in five different lines of industry.

¹ For a summary of the work of the department of home work, see Appendix A.



WEAVING OF THE "CAMBRIDGE" RUG.

Training Classes.

In developing the second plan, that of educating blind men for occupations which they may ultimately carry on by themselves, the commission have established in Cambridge and in Pittsfield classes in cobbling, broom making, chair seating (cane, pith and rush), mattress making and joinery; and already graduates of these classes are carrying on these trades in their own homes, with good results. In the belief, however, that greater success will come when a small group of such men, known to their locality, work together, the commission have established in Lowell and in Worcester small shops, supervised in both cases by blind men, and helped by the commission only to the extent of rental, general oversight of accounts, and such stimulus as the Board may give through the employment of solicitors or the enlisting of individual helpers. As opportunities and means allow, it is the plan of the commission to establish other local centers where needed, and to endeavor to awaken to the fullest degree local interest in, and patronage of, the efforts of blind men and women native to such city or town.¹

The Cambridge Workshops.

The largest single undertaking of the commission is in carrying out the third means of making the adult blind self-supporting. This is through the establishing of workshops, wherein the blind are regularly employed in the making of standard articles, which the commission undertake to market directly through their own salesrooms, and indirectly through large jobbing or retail houses. The industries thus maintained are: (1) a shop for weaving the "Cambridge" rugs and tapestries, which gives regular employment to 9 blind men as weavers, and to 2 blind women as finishers; (2) a shop for the manufacture of the "Wundermop" (invented by a blind man, to whom the commission pay a royalty), which employs 4 blind men and 1 blind woman; (3) a shop for the weaving of art fabrics, which gives employment to 12 women, all without sight; and (4) a shop for the making of factory and track brooms (the latter being the invention of the blind man who invented the "Wundermop"), which employs three blind men.²

¹ See the special report of the deputy superintendent of industries, Appendix C.

² For details of this work, see the report of the superintendent of the industrial department, Appendix B.

The products of these shops are maintained at the highest standard of quality, and are sold wholly upon their merits. One of the chief activities of the commission has been in endeavoring to educate the public to understand that the blind can produce articles of superior workmanship; and their aim is so to extend the market for these goods that they may eventually give employment, without marked increase over the present cost of supervision, to a much larger number of blind men and women. They are greatly encouraged by the fact that, notwithstanding the severe industrial depression, the sales of these products have increased during 1908 from \$12,150 to \$16,870; that leading firms in Boston, New York, Chicago, Philadelphia, Albany, Springfield, etc., are large buyers of the rugs; that the school department of the city of New York has specified the "Wundermop" in its annual contract for supplies; and that some of the leading railroads of the country are buyers of these mops. For the extension of their market the commission are greatly indebted to the untiring efforts of Mr. George S. Mansfield of Malden, who has undertaken this difficult work in the most generous and unselfish spirit.

Loans.

In the matter of loans the commission have during 1908 given assistance as follows:—

1. Equipment:—

(1) Tools, etc., for trade:—

a. Loans continued from 1906 to 1907,	8
b. Loans granted in 1907-08,	7

(2) Braille writers, typewriters, etc.:—

a. Loans continued from 1906 to 1907,	3
b. Loans granted in 1907-08,	8

(3) Poultry-raising outfits, etc., continued from 1906 to 1907, 3 | 2. Materials for trade, stock, etc., for store, 11 3. Printing, rent, transportation, etc., connected with business undertakings, 7 Continued from 1906 to 1907, 14 Granted in 1907-08, 33 — 47 Of all such loans the commission secures proper legal acknowledgment, and in the case of tangible property the ownership

remains with the commission until the loan is repaid. It is our belief that much good may be done to deserving persons by thus furnishing temporarily those facilities for carrying on work which are so difficult for a handicapped man to secure. Further, by purchasing material and selling it at wholesale prices, though in small quantities, to workers who otherwise must buy at retail figures, the commission feel that they are rendering a legitimate service.

SALESROOM.

In December, 1906, the commission established a salesroom at 383 Boylston Street, in order to have a central and conspicuous location at which to exhibit and sell the wide variety of articles made by the blind.¹ The choice of location was fortunate, because the spirit of the officials of the Perkins Institution for the Blind, in whose building the salesroom is located, has been most friendly and helpful. They not only have been very considerate landlords, but they have put a part of their own salesroom, window space and the activities of their sales agents at our disposal, especially at the Christmas season, to assist in the selling of our goods.

Another outlet for the shop and home products of the blind was furnished through the salesroom maintained for eleven weeks in the summer of 1908 upon the village green at Manchester, Mass. The picturesque building for this shop was provided through the generosity of Mrs. William Hooper and other interested friends in Manchester, and not only were products to the value of nearly one thousand dollars sold there, but employment also was given to two blind girls. It is hoped that this and other kindred means of disposing of the work of the blind may be continued and developed during the summer of 1909.

MINOR ACTIVITIES.

In addition to the main lines of effort indicated above, the commission have endeavored to carry out in sundry minor ways the general duties with which they are charged by the Commonwealth.

They have co-operated with others in calling attention to the causes and prevention of a large proportion of infantile blindness;

¹ For a list of these articles see p. 24.

have furnished, through their agents, information and advice of many kinds to persons in and out of Massachusetts who are interested in work for the blind; have in the same way given counsel many times daily, directly or by letter, to blind persons seeking assistance and advice of every sort; have prepared and distributed pertinent literature; with the active co-operation of the Massachusetts Association for promoting the Interests of the Adult Blind, have enabled blind persons to enjoy outings of one sort and another; and have assisted in the discreet giving of financial aid furnished through that association or through private agencies. Through private contributions from friends, who realize that music is the highest form of æsthetic pleasure open to the blind, they have also been able to assist in the distribution of tickets to the concerts of the Boston Symphony Orchestra.

In addition to these activities, which, while not specifically in their regular line of duty, are without question of great value to the blind, the commission have given direct help to the magazine known as the "Outlook for the Blind," by making such arrangements that the superintendent of the industrial department is able to act as editor. This quarterly journal is doing much to co-ordinate and improve work for the blind throughout the country.

Moreover, at the urgent request of the Chelsea Relief Association, the commission gave up the services of the superintendent of registration and information for one month in the early summer, in order that she might help towards the reorganization of charity work in that stricken city. To keep in touch with what is being done throughout the world, Mr. Campbell and Miss Wright were authorized to go to the meeting of the International Association of Workers for the Blind, held in Manchester, Eng., in August last, the commission accrediting them as its representatives, but not assuming any financial responsibility. Many valuable ideas that will be of immediate benefit were brought back by these superintendents.

EXHIBITIONS.

The commission sent to the above conference samples of their work, which were displayed at the exhibition held in connection therewith. It is gratifying to report that the commission's exhibit received three first prizes and one second.

The Boston Society of Arts and Crafts, for its "travelling ex-



ART FABRIC WEAVING.—The blind weaver depresses certain pedals which lift the warp threads in characteristic groups. The weaver, having memorized these, can readily distinguish them by touch. The patterns are described to her by a seeing supervisor. When they are too difficult to be readily memorized the blind girl writes out the description in raised characters, thus securing notes for reference and guidance. To “work in” the design, skeins of colored thread, assorted by the designer, are given to the blind weaver, who arranges them in numerical order within easy reach. Knowing the number of her skein, she selects “pattern threads” of a desired color and ties them (as in the photograph) around such groups of raised threads as the design prescribes. After “tying in” each row of colored “pattern threads” the weaver throws her shuttle with the woof thread to make the body of the cloth.

hibit" drew almost exclusively from the commission's art fabric shop for its section in hand weaving. The fact that the things were made by the blind was not taken into consideration, — the fabrics were selected solely upon their merits, as illustrations of the best of their kind in this country.

At the Massachusetts Conference of Charities, held at Fall River, an exhibit illustrating all the activities for the blind in Massachusetts was arranged.

WELFARE WORK.

More than half of the workers in the Cambridge shops live in their own homes. Those who do not reside within walking distance make use of the electrics, some with and some without guides. There is no boarding house connected with either of our shops, and each of the workers without a home is encouraged to live in the neighborhood wherever he or she will be most comfortable. Some of our young women have been very happy at the boarding house of the Cambridge Y. W. C. A., while others have found lodging places at the homes of their associate workers. The men find little difficulty in securing board near the shops. One or two, with their families, have moved to within walking distance of their work, and some of the other men board with them. For the apprentices board and lodging are found, unless they prefer to select their own places.

During the summer months the workers made free use of the garden connected with the women's shop, where frequent voluntary readings from the current magazines and newspapers were given. During the winter the readings take place in a room provided by the commission. At Thanksgiving and Christmas the Fruit and Flower Mission sends to each worker a basket which is greatly appreciated.

SUMMARY OF DISBURSEMENTS FOR 1907-08.¹*General Expenses.*

Administration department:—

Maintenance of general offices, salaries of superintendents (including two blind persons), travelling expenses, exhibits and office furnishings, . . . \$10,902 84
 Register, supplies, etc., 52 95

Industrial and educational aid and maintenance of training classes:—

a. Board and lodging of apprentices, stock and tools furnished, special wages, guiding, etc.,	\$4,115 90	
b. Toward maintenance of salesroom, etc.,	993 08	
c. Equipment purchased and distributed for training at home,	168 80	
d. Cobbling class,	1,319 77	
e. Broom shop and training class,	476 31	
f. Home work for women, cost of training and distribution of products,	3,076 59	
g. Pittsfield workshop and training school,	2,993 98	
h. Lowell workshop, equipment and maintenance for six months,	549 81	
i. Worcester workshop, equipment and maintenance for three months,	323 32	
j. Chair caning at Cambridge, maintenance,	26 65	
	<hr/>	14,044 21
		<hr/> \$25,000 00
Toward maintenance of industries (of which full report is given in Appendix D),		15,000 00
		<hr/> \$40,000 00

NOTE. — As will be seen by the above figures, the commission spent nearly 75 per cent. of its total appropriation on account of shops and training classes, and as a result was able to add to its working capital for the year an income of \$20,361.78 from sales of stock and articles received from the blind on consignment. The use of this amount, together with the appropriation, enabled the commission to pay out, in the form of direct earnings to the blind, \$13,769.98, and industrial and educational aid (not earnings) \$11,077.46, making a total amount of \$24,847.44, which went to the immediate benefit of the blind.

¹ For a complete financial statement, see Appendix D.

IMMEDIATE PROBLEMS.

That activity of the department of registration and information which most loudly calls for development is work in the field. As the general inquiry progresses, there develops more and more need for close investigation on the spot of each case of blindness, so that the problem of that particular person may be worked out, not only with a view to his immediate needs, but also with regard to his future welfare. Systematic field work, moreover, would lead to a far better understanding of the whole problem of blindness, especially as it concerns young children and their relation to public education. There are undoubtedly many now in the public schools whose partial blindness or tendency towards blindness might be overcome or arrested did the teachers understand the situation, and could the child receive both proper medical aid and the special individual training which his physical defect demands. Such field work, furthermore, might build up in important centers of the State a local interest in the problem of the blind that could easily be crystallized into standing committees of citizens to act as informal agents of the commission, and to carry out day by day that work of supervision and of solicitation which is so necessary in connection with the industrial efforts of the blind. Especially could such field workers, in co-operation with local committees, so far guide the home work of blind women as greatly to improve its quality and therefore its market value. It is the intention of the commission to develop to the highest degree consistent with its resources this field work and this plan of local committees.

One of the serious handicaps under which the industries of the Cambridge shops labor is that of a meagre working capital. That steady employment may be given to blind workers, and that the largest number of blind persons may be employed with the least amount of seeing supervision, it is essential to produce goods in steady volume without much regard to the fluctuations of the seasons. To do this, however, involves not only large expenditures for stock, but also the accumulation, at certain times, of considerable quantities of finished goods. This, of course, demands capital. Debarred from borrowing, the commission has no resources beyond the \$15,000 generously granted each year by the General Court for the maintenance of industries. This sum, however, notwithstanding the strictest economy, has proved so

far insufficient as to compel us, during both 1907 and 1908, to close the shops for several weeks because of lack of money with which to purchase materials for manufacturing. To avoid this, and in the belief that during 1909 we are almost certain greatly to extend the field of our operations, we have asked the present Legislature to increase this annual grant for industries to \$20,000.

Another serious problem in the maintenance of industries arises from the fact that the commission are dealing in many cases with men and women not only blind, but handicapped in other ways. Sometimes this handicap is due to mental deficiency, which would make it difficult for the worker to earn a living even if possessed of sight; sometimes it originates in that discouragement and bewilderment which overwhelms a person seized with blindness in middle life; sometimes it is owing to a native incapacity for any and all types of activity within the power of the commission to offer; and in many instances the handicap comes from a combination of these and other kindred difficulties. The general policy has been to give preference to those men and women who seem most likely to be able to make a living in the shops. But it is difficult to refuse opportunity to any deserving blind person, and this difficulty is made all the greater through the fact that the commission have not yet reached the point where they are able so to diversify their industries as to provide some kind of work for any willing and fairly normal blind person who may seek employment. As the industries broaden out, and as experimentation opens new avenues of possible activity, more and more of these difficult cases can be provided for; but there must always remain a group of blind persons so greatly incapacitated as to make them merely subjects for public or private charity. Whether or not these persons should be taken care of by existing agencies, or should be established in special homes, as has been done in many States, is a question for careful study.

The commission feel that, in the two and one half years since the board was created, a distinct advance has been made towards the solution of the problem of the blind population of the State. But their experience more and more confirms them in the opinion that a task so difficult as this, and into which enter so many elements, can be dealt with comprehensively only after years of careful study and experimentation. This work of investigation



“WUNDERMOP” SHOP.—The “Wundermop” (*Trade Mark*) was invented by a Blind Man, and is protected by Patent for the Benefit of the Blind.

they understand it to be their duty to carry on, enlisting therein the help of all like agencies in Massachusetts and in other States and countries, and calling upon the citizens, so far as they may, to act with them in making provision for these unfortunate persons whose greatest misfortune, however, is that of enforced idleness and unnecessary dependence.

The commission find it impossible to name all those to whom they stand in debt for assistance of every sort, so long would the list be. But they desire to express special appreciation of the support of the Governor and Council, of the Auditor and of other State officials, and of the ready generosity of the members of the Legislature in providing the funds essential to carrying on their work; and they hope each year more fully to justify this support by the results which they are able to achieve. The outlook for advance during 1909 seems to them very fortunate; and they hope to report at the end of the next fiscal year substantial gains along all those lines which have been so inadequately indicated in the pages of this report.

Respectfully submitted,

JAMES P. MUNROE,
ANNETTE P. ROGERS,
J. H. A. MATTE, M.D.,
LUCINDA W. PRINCE,
WALTER B. SNOW,

Commission for the Blind.

Nov. 30, 1908.

APPENDIX A.

DEPARTMENT OF REGISTRATION AND INFORMATION.

The work of the department of registration and information consists, briefly, of central office work, field work, and supervision of employment of women outside the shops.

I. Central Office.

The work of the central office which falls to the share of the department of registration and information is : keeping up the register of needs of the blind and of work accomplished through the year; co-operating with other agencies for the benefit of blind individuals or groups of individuals; distributing printed information, etc.

Registration. — The various accompanying tables of this report show in outline the record kept and analysis made of the year's work.

Co-operation. — The extent to which co-operation with other agencies for the blind and with general agencies has been effective this past year is suggested by the following table: —

Table showing 236 Persons benefited in 352 Ways by Co-operation with Other Agencies.

REPORTED BY US TO OTHER AGENCIES.	Number in Groups.	Individuals not counted Elsewhere.
1. For the blind: —		
Boston Nursery for Blind Babies,	4	4
Friendly fund (made up by various societies and private individuals),	13	13
Massachusetts Association for promoting the Interests of the Blind,	43	2
Perkins Institute and Massachusetts School for the Blind,	14	14
State home teachers,	41	39
	—115	— 72

REPORTED BY US TO OTHER AGENCIES.	Number in Groups	Individuals not counted Elsewhere.
2. General agencies: social, charitable, educational and relief: —		
Associated charities of Boston (15); Cambridge, Fitchburg and Taunton (3 each); Lynn and Worcester (2 each); Dedham, Fall River, Malden, Newton and Salem (1 each),	33	29
Boston Provident Association,	1	1
Children's societies: Boston Children's Aid Society (1), Massachusetts Infant Asylum (1), Massachusetts Society for Prevention of Cruelty to Children (2),	4	1
City Missionary, Lawrence and Newburyport (1 each),	2	2
Curry School of Expression,	2	1
Denison House,	1	1
Home for Aged Colored Women,	2	2
Legal Aid Society,	1	1
Massachusetts Charitable Eye and Ear Infirmary,	4	1
Massachusetts General Hospital,	1	1
Massachusetts School for the Feeble-minded,	3	2
Milton Convalescent Home,	4	1
Overseers of the poor of Dedham, Gardner, Lowell, Marlborough, Pittsfield and Worcester (1 each),	6	4
Trinity Dispensary,	1	—
Union Relief Associations of Sheffield and Springfield (1 each),	2	2
Vincent Memorial Hospital,	1	—
Women's Educational and Industrial Union, employment agency,	2	1
Private individuals, physicians and lawyers,	14	5
	— 84	
3. Agencies for recreations, etc.: —		
Flower Mission (holiday baskets, etc.),	59	44
Symphony and other concerts, through private individuals,	76	62
Vacations and outings through Country Week, Friendly Fund, Lend-a-Hand Society and Sharon Vacation House,	18	3
	—153	
Totals,	352	236

In addition, it should be said that we are indebted for continued co-operation to committees on the blind of the Women's Club of New Bedford, the Middlesex Club of Lowell, the Twentieth Century Club of Worcester, and to many private individuals, both blind and seeing, who have given us substantial help and advice through the year, and kept us in touch with the blind of the State to an extent impossible without volunteer help.

Information. — We have done more in distribution than in preparation of printed information during the year past. The following printed matter is constantly in use: —

1. Report of first Commission to investigate the Condition of the Adult Blind, 1906.

2. Report of the ninth general convention of the American Association of Workers for the Blind (held in Boston, August, 1907), published by the "Outlook for the Blind."

3. Pamphlet, "Advice to Parents of Blind Children" (in English and in French), translated by Edward E. Allen from the report of 1893 of the Private Institution for the Blind in Linz, in Upper Austria. Reprinted through the commission, 1906 and 1907.

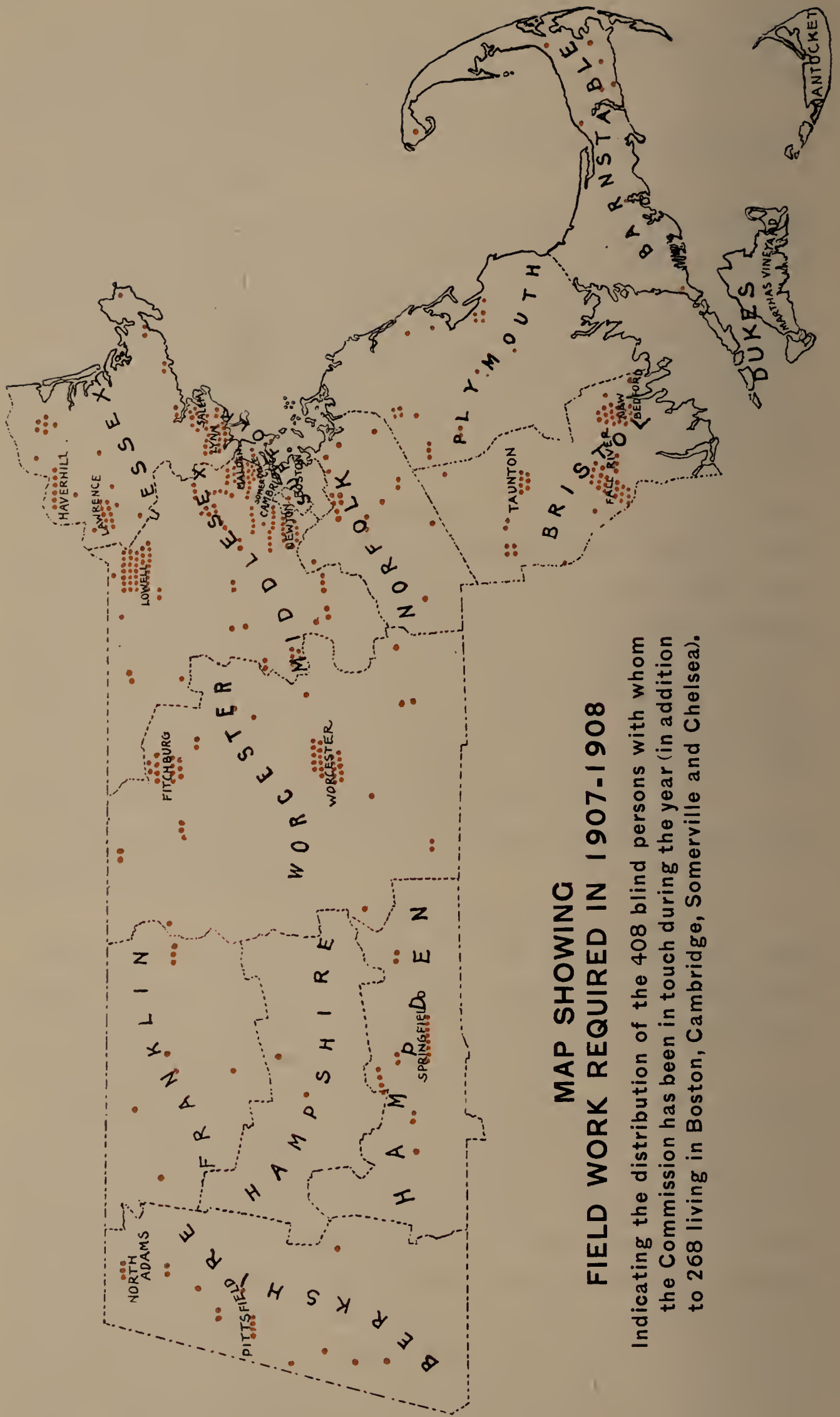
4. Reprints: From the "Outlook for the Blind," — (1) "Prevention of Unnecessary Blindness a Public Duty," August, 1907, F. Park Lewis, M.D.; (2) "Report of the Uniform Type Committee," American Association of Workers for the Blind, August, 1907; (3) "Field Work and Co-operation," August, 1907, Lucy Wright; from "Boston Transcript," — "Sketching with a Loom," April 15 and 22, 1908; from a paper read at the annual meeting of the Massachusetts Medical Society, June 10, 1908, "Ophthalmia Neonatorum," Frederick E. Cheney, M.D.

5. "Stop Blindness," a leaflet prepared by the Buffalo Association for the Blind.

II. *Field Work.*

Field work consists of response to all applications for work, training, help or advice, by visiting, suitably investigating and referring them to proper sources, whether our industrial department, other agencies for the blind, or general agencies.

During the past year we have in all departments been in touch with 676 blind persons, scattered throughout the State in 137 cities and towns, besides greater Boston. Of these, 246 were blind persons known to us for the first time this year. Of the remaining 420, as well, many had to be visited several times, and in their interest many visits had to be paid to friends, relatives, teachers and employers. From Dec. 1, 1907, to June 15, 1908, this work, in addition to other duties, was done largely by Miss Wright and Mr. Holmes, with temporary help at times from others. It was impossible to cover the ground, as a glance at the



**MAP SHOWING
FIELD WORK REQUIRED IN 1907-1908**

Indicating the distribution of the 408 blind persons with whom the Commission has been in touch during the year (in addition to 268 living in Boston, Cambridge, Somerville and Chelsea).

accompanying map, which brings out the distribution of this group of 676 blind, will suggest. In June, 1908, we were fortunate in securing, as deputy superintendent, Miss Lotta S. Rand, an experienced social worker, who devotes a large part of her time to field work; that is, to making first visits to applicants, working with volunteer committees and helping to extend the home work of blind women. This arrangement results both in saving a large proportion of Mr. Holmes' time, since we now refer to him only men who are possible candidates for work, and in enabling us to come much nearer to covering the ground. We have still a very small force for field work covering such an area as the State, and have on our list at this moment, pending investigation, 42 cases in addition to those which have come up since Dec. 1, 1908, and 47 children needing some one's supervision for the sake of schooling, medical care, etc.

III. Employment of Women.

The employment of blind women presents a very difficult problem. We have now on the waiting list for remunerative employment 14 women, who, if seeing, would find it necessary and possible to support themselves, but who, even if it were possible to place them in the shops at once, would as blind women need to have their wages supplemented in order to live away from home, and would without doubt need more care than the average boarding place could give.

Facilitating home industries and extending the sale of home work through the salesroom continue to be our lines of effort for helping women not already employed in the shops. During the year 8 women have been referred to the Cambridge shops for continuing or beginning training; 2 have had educational and industrial aid towards their training with other agencies; temporary work as a domestic has been found for 1 young woman; 5 have had home work facilitated by means of equipment, loans or stock at wholesale. Through us, loans of pianos, one from the Perkins School and one from a private individual, have been made to two blind women.

The chief resource, however, for women in their homes, is the salesroom. The care of this department of home work, transferred to us by the Perkins Institution Alumnæ in October, 1907, has

been carried forward by us on much the same lines as those upon which it had been established. At the close of the first year, October, 1908, 80 blind women had sold goods, either consigned or order work, through us, in amounts varying for each person from a few cents to \$103.24. The number of women using the salesroom has not changed materially since then, but we have made some progress towards extending the sales of those already consigning; of training more women to fill orders for knitted goods, for which there is a winter demand and need of prompt supply; and in increasing the variety of stock. The sales have been extended chiefly through the summer salesroom at Manchester, which for the first time furnished an outlet for work at that season. The home work of women and of a few men was sold there, to the value of \$471.50. It should be stated that such amounts (after taking out the cost of materials, when furnished by us) are always paid directly to the workers, no commission being charged for the use of the salesroom. An interesting beginning of extending sales has also been made through the co-operation of the Middlesex Club of Lowell. This club has a committee on the blind, with whom Miss Rand arranged a special sale at the Middlesex Club House for one afternoon, and disposed of home work of both men and women to the value of \$49.04, representing 151 articles. Products of the shops were sold also, the total of the afternoon's sale amounting to \$78.34.

By employing a special teacher of knitting, we have given instruction and supervision on special orders to 15 workers.

Following is a list of home products now available at the salesroom, which shows our resources for taking orders for knitted goods, and, with the addition of brooms and mops from the shops, offers a very useful assortment in the line of household supplies:—

Netted, Knitted and Crocheted Articles.

Anklets.	Kindergarten balls.
Baby jackets.	Mittens (all kinds).
Bath mats and mits.	Mufflers.
Bean bags.	Reins.
Bed shoes and socks.	Shawls.
Gloves.	Sweaters.
Hammocks.	Tights.
Helmets.	

Useful Household Supplies.

Aprons (all kinds).	Dusters.
Bags (ice, laundry, jelly, money, etc.).	Face cloths.
Cases (gown and travelling).	Holders.
Cloths (dish, glass, cleaning, silver, etc.).	Protection sleeves.
Covers (brooms and ironing boards).	Towels (crash, dish, glass, linen and roller).

In addition to the work of women, the home work of 6 men is sold through the salesroom, — wire work, baskets and rush-seat stools, which have brought to these men amounts varying for each man from a few dollars to \$282.73 in the course of the year. To give an idea of the combined resources of the salesroom, it is worth while in this connection to add the following list of shop products also on sale there:—

Artistic Hand-Woven Materials.

Bags (opera and sewing).	Dress patterns.
Bedspreads, etc.	Luncheon sets.
Belts.	Portières.
Card cases.	Purses.
Covers (book, couch, pillow, table, etc.).	Rugs (all kinds).
Curtains.	Scarfs (table and bureau).

LUCY WRIGHT,

Superintendent of Registration and Information.

APPENDIX B.

REPORT OF THE SUPERINTENDENT OF THE INDUSTRIAL DEPARTMENT ON THE CAMBRIDGE WORKSHOPS.

In the spring of 1907 the experiment station for the trade training of the blind, established by the Massachusetts Association for promoting the Interests of the Blind, was moved from Boston to Cambridge, and the industries which had been tested there were put upon a shop basis. In 1908 the efforts of the department have been to extend and standardize the work of the various shops.

It should be remembered that in the mop making, rug and art fabric weaving we have had no precedents to guide us. Our looms, for example, while similar to the old-fashioned hand loom, have been developed in our own shops. The materials, patterns and sizes for our rugs and art fabrics have been determined by constant experimentation in the workshop, and testing of their acceptance on the part of the purchasing public. The same problems have had to be considered with regard to the "Wundermop."

During the year 49 blind people have been admitted to the different shops for instruction, and steady employment was being furnished on the 30th of November to 40 blind people. The total sales for 1908 have shown an encouraging increase over those of 1907, in spite of the financial depression.

Shops for Men, 686 Massachusetts Avenue, Cambridge.

Rug Shop. — Nine apprentices have been taken into the rug shop during the last twelve months. At the end of the year 7 workers were employed as weavers, 2 as knotters, 3 as general helpers and 1 as a finisher. For a unit of 13 blind workers 1 boy and 2 girls with sight are needed in the manufacture of the rugs. All the departments have of course expert supervision, and the rug and art fabric shops share the services of a designer. A marked saving in the cost of raw material has been gained by the recon-



BROOM SHOP. — Cambridge.

struction of our looms and the equipment of an adequate stock room. The most important undertaking in this shop has been the effort to standardize the size and patterns of the "Cambridge" rugs. Although we have reduced the variety carried in stock, we still seek special orders from interior decorators and individual customers. An experiment is being made in utilizing our rug fabrics as a wall covering, and it has been used with effect in one of the leading picture galleries in Boston. The rugs are sold in the best stores in Boston, New York, Chicago and other cities.

Mop Shop. — In the spring of 1908 we purchased new machinery and reorganized the shop, in an effort to ascertain what would be the maximum output at minimum cost with a unit group of workers. We have taken in 2 new workers and have had 5 blind operatives and 1 seeing lad making "Wundermops." This is practically the smallest number of men who can work to advantage in the manufacture of the mop, and we shall welcome the time when we can double this unit. The "Wundermop" is steadily growing in favor with the public, and our total sales for the year show an increase over those of last year.

Broom Shop. — Our broom shop is still continued rather as a place for instruction than for the commercial production of brooms. The output is sold mainly among local concerns, and it seems probable that a small group of workers can be employed permanently at this industry in Cambridge. Eleven men have received some training during the year, although only 3 workers have been employed continuously in the shop.

Chair Seating. — The reseating of chairs was commenced in Cambridge in the latter part of the year, and then only to furnish employment for a small number of workers. No attempt has been made to secure anything more than the chairs in the immediate vicinity of the shop.

Cobbling. — Instruction in cobbling has been continued at the men's shop throughout the year. This trade, however, has not been used as a shop industry, but is intended primarily for the use of the men when they return to their homes. While the superintendent was in England last summer he learned that some special tools had been devised to enable the blind to produce better work. A set of these was brought back to our shop, and some of them have been adopted, while others have been developed for our

special use by an American tool maker. It is encouraging to learn that cobbling has been systematically followed in several of the British institutions since it has been introduced there from the Continent. Up to the present time it would be impossible to make any statement with regard to the practicability of cobbling as a home industry for the blind. Some men have shown considerable adaptability in handling the tools and turning out good work. It must be recognized, however, that cobbling, more than any other trade we undertake, requires a high degree of mechanical skill. Not only that, but the home conditions of the man must be such that he has a fair prospect of setting up in business for himself, before we consider him as an applicant for instruction in this kind of work. During the year 22 men have entered the class for instruction. Of this number, 5 (on Nov. 30, 1908) are still being trained; 4 have withdrawn; 7 have been not able to reach a standard sufficiently high to succeed, or have so recently graduated that their success is not assured; and 6 have made a good beginning and are established, with a promising outlook. Until a larger number of men have followed cobbling in their homes for a longer period, it would not be just to ourselves or to the trade to pass judgment upon it.

Art Fabric Shop for Women, 277 Harvard Street, Cambridge.

Remunerative employment for blind women is recognized everywhere as one of the most difficult problems which those interested in the welfare of the blind have to face. The primary purpose of the art fabric shop is to ascertain whether hand weaving can be made a practical industry for a limited number of blind women. At the present time 12 are continuously occupied. One of these, for a part of the year, has been trying the experiment of working on a loom in her own home. She receives orders for work at the shop, and returns the goods when completed. The most interesting development in the hand weaving has been the ability which the young women have shown in the creation of original designs. Many of the motifs which they have produced have been of sufficient value to use in the designs of the articles placed on sale. The blind workers commit the patterns to memory with little difficulty, and reproduce them on the looms in much the same way that one commits to memory and reproduces a piece of music

on the piano. Each section of weaving suggests the following, as each phrase in a musical composition suggests and leads to the next. A person without sight finds the exact location at which a colored thread is to be introduced into the fabric by the warp threads raised by means of pedals into definite groups, which are as readily distinguishable to touch as are the raised (or black) notes on a piano keyboard. The various colored threads are given to the worker, and she places them where she can easily find them.

The fabrics produced by our young women are sold strictly on their merits, and the highest standard is maintained. "It has come to pass that the discriminating people in Boston, some of whom are conversant with the best fabrics the world over," said a recent editorial writer in the Boston "Transcript," "recognize the products of the commission's shop as unsurpassed in Boston for the quality of their workmanship, artistic design and taste."

CHARLES F. F. CAMPBELL,

Superintendent, Industrial Department.

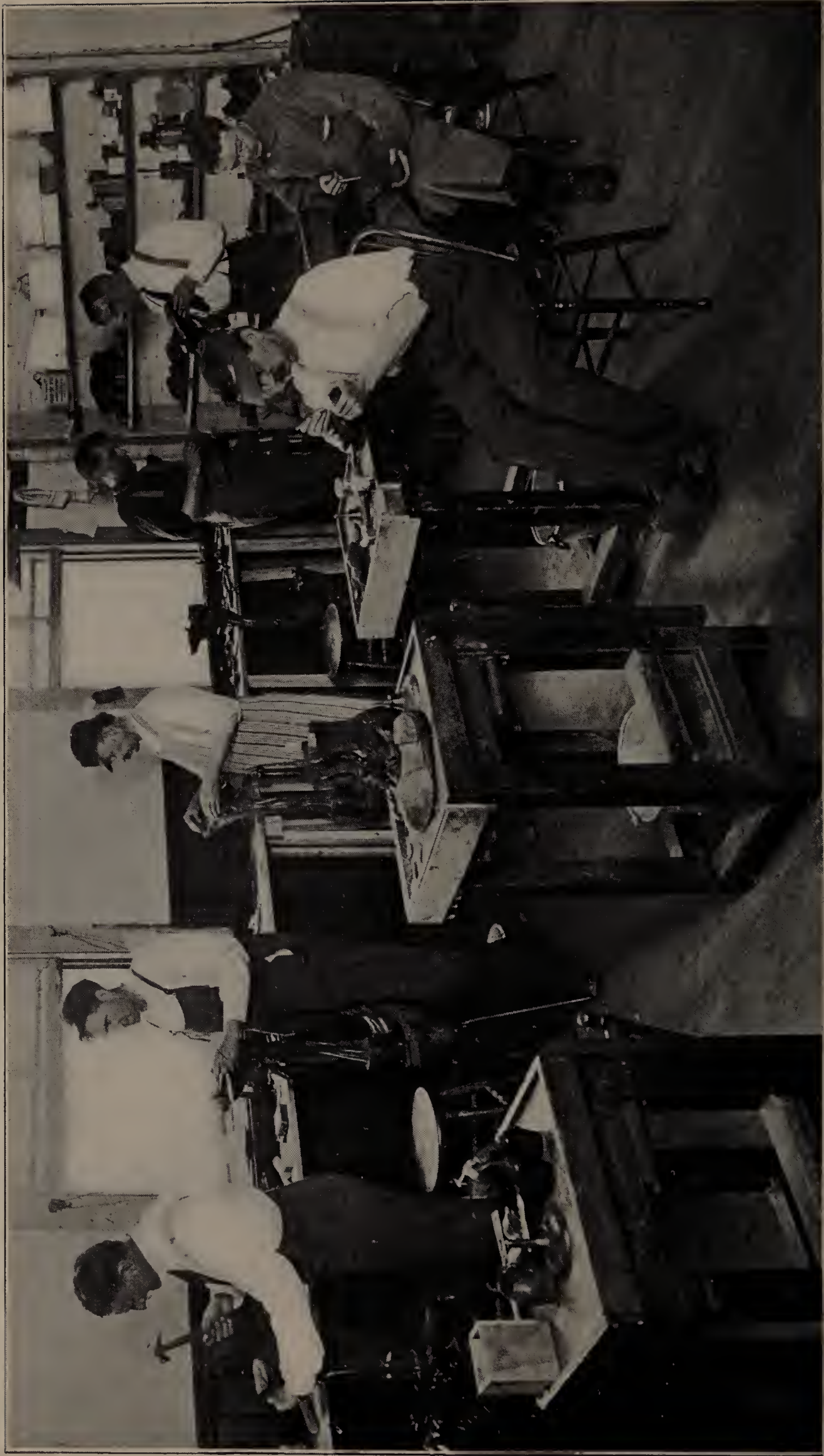
APPENDIX C.

REPORT OF THE DEPUTY SUPERINTENDENT OF THE INDUSTRIAL DEPARTMENT.

The accompanying tables give an analysis of work accomplished during the past year in training and employment, upon which I will comment only so far as concerns the training and employment of men. All applications for training or work for able-bodied men are now referred to me by the department of registration and information. After further investigation, they are in turn referred by me to the appropriate place for training or employment, whether in our own shops or elsewhere. In all, during the past year, this work has served to sift the needs of 218 men.

Table showing that 64 Persons have been given Training, or provided with Expenses while in Training, during the Past Year, Dec. 1, 1907, to Nov. 30, 1908, in 77 Ways.

	Number in Groups.	Indi- viduals not counted Elsewhere.
1. Through commission's shops: —		
At Cambridge: —		
Art fabric shop (women only),	4	4
Broom shop (men only),	11	11
Chair seating (men and women),	2	2
Cobbling class (men only),	22	19
Mop shop (men, 3; women, 2),	5	5
Rug shop (men and women),	9	8
	— 53	— 49
At Pittsfield: —		
Chair seating (cane, pith and rush) (men only),	17	11
Mattress making (men only),	1	—
	— 18	— 11
2. Through other agencies: —		
For the Blind: —		
Perkins School, piano tuning,	3	2
Perkins School, rush seating,	1	—



INSTRUCTION IN COBBLING.—Blind Men with Suitable Home Conditions are given Instruction in This Trade as a Home Industry.

Table showing that 64 Persons have been given Training, etc. — Con.

	Number in Groups.	Indi- viduals not counted Elsewhere.
General agencies:—		
Public Telephone School (car-fares, etc.),	1	1
School of Expression,	1	1
	— 6	— 4
	—	—
Totals,	77	64

Of these, there have been 21 withdrawals, while 15 are still in training, 26 have completed training with good results, and 15 have completed training with uncertain results.

Industrial Training.

It will be seen that men have been referred to the Cambridge shops for training (with the intention of subsequent regular employment in our own shops) in the following lines: broom making, 11; rug weaving, 9; mop making, 3.

In the Pittsfield shop a total of 11 apprentices have been instructed, while provision has been made for three others who have not yet taken up their work, but probably will early next year. To the 11, training has been given as follows: in chair seating: (a) hand caning, 9; (b) cane webbing, 5; (c) pith, 6; (d) rush, 3; in mattress making, 1.

In the cobbling class in Cambridge, training has been furnished to 22, of whom 1 was unable to remain long enough to acquire any material advantage, because of sickness. Provision was made, in addition, for 2 who have not availed themselves of the opportunity. There have been trained in the Cambridge broom shop, not for employment there, 1; and trained at the Perkins Institution, the commission bearing incidental expenses, a total of 4: piano tuning, 3; rush seating, 1.

Some of those men have been subsequently employed in one or other of our shops, and others have gone to their own communities, to carry on the newly acquired trade as a home industry.

Employment Bureau.

The results of our efforts to find employment are outlined in the following table, which shows that 70 persons are now regularly employed, 64 in our own shops, 6 in competition with the seeing. Of these, 33 have been added during the year to the 31 employees continued from the preceding year. In addition, it will be noted that 14 persons have received temporary employment in 18 instances.

Table showing that 70 Persons were given Regular Employment in 80 Ways; that 14 Persons were given Temporary Employment in 18 Ways.

	Number in Groups.	Individuals not counted Elsewhere.
I. Regular employment given:—		
1. At commission's shops:—		
At Cambridge:—		
Art fabric shop,	12	12
Broom shop,	3	3
Chair seating,	1	1
General work (in all shops),	4	4
Mop shop,	5	5
Mop agencies,	2	2
Mop royalties,	2	2
Rug shop,	11	11
	—40	—40
At Pittsfield:—		
Cabinet work,	1	
Chair seating, — cane, pith and rush,	8	
Cobbling,	1	
Foreman,	1	
Guide,	1	
Mattress making,	1	
	—13 ¹	10
At Lowell:—		
Broom making,	1	
Chair seating, — cane and pith,	6	
Cobbling,	1	
Foreman,	1	
Janitor and errands,	1	
Mattress making,	2	
	—12 ¹	8
At Worcester:—		
Chair seating, — cane and pith,	4	
Cobbling,	1	
Foreman,	1	
	— 6 ¹	3

¹ These figures cover sub-groups in which some individuals appear twice.

Table showing that 70 Persons were given Regular Employment, etc. — Con.

	Number in Groups.	Individuals not counted Elsewhere.
2. At commission office: —		
Telephone switchboard operator,	1	
Deputy superintendent, industrial department,	1	
	— 2	2
3. At salesroom: —		
Janitor, etc.,	1	
	— 1	1
4. Secured in competition with seeing: —		
Cordage factory, book bindery, box corner cutter, packing case maker, stand for flowers, piano fac- tory,	6	
	— 6	6
	— 80	— 70
II. Temporary work: —		
1. At commission's shops: —		
At Cambridge: —		
Cane seating,	1	
Guiding,	2	
Rug shop,	1	
	— 4	3
At Pittsfield: —		
Chair work, — cane, pith and rush,	5	
Cobbling,	1	
	— 6 ¹	4
At Worcester: —		
Caning,	1	
	— 1	1
2. At commission office: —		
Assistant, industrial department,	1	
Solicitor,	1	
	— 2	2
3. At Manchester salesroom: —		
Helper,	1	
	— 1	1
4. At other shops for the blind: —		
Perkins,	3	
	— 3	2
5. In competition with seeing: —		
Domestic,	1	
	— 1	1
	— 18	— 14
	—	—
Totals,	98	84

¹ These figures cover sub-groups in which some individuals appear twice.

Fostering Home Industries.

The term “home industries” includes the work of those who practise any trades, repairing or constructive, suitable for the blind who work either literally in their own homes or in little individual shops of their own; also of those who engage in small mercantile enterprises, variety stores, grocery lines, etc.; also, those engaged in professional lines or agencies. The following table shows the various ways in which the commission has fostered such industries. The only distinctly new feature of the department this year has been the employment of a solicitor or business canvasser, whose services have been given to advertising and pushing the business of seventeen men. It should be added that every effort has also been made to secure the practical interest and support, continuously, of the community in which the workman is employed.

Table showing that 57 People benefited in 91 Ways by Loans, Equipment, etc.¹

	Number in Groups.	Individuals not counted Elsewhere.
1. By establishment and supervision: —		
Bakery,	2	2
Cobbling,	4	4
Cobbling and store,	1	1
	— 7	— 7
2. By loans of equipment, tools and stock at wholesale: —		
Tools, appliances, etc.:—		
Baker’s equipment,	2	—
Braille writers,	6	6
Broom kit,	1	1
Cobbling kit,	8	3
Coffee mill,	1	1
Phonograph (for stenographic purposes),	1	1
Pocket slate,	1	1
Piano stool,	1	1
Sewing machine,	2	2
Typewriters,	3	1
Other equipment: —		
Cobbler’s building,	1	1
Hen houses,	1	1
Poultry-raising outfit,	1	1

¹ The home work of the 80 blind women referred to on p. 23 is additional to these home industries.

Table showing that 57 People benefited in 91 Ways by Loans, etc. — Con.

	Number in Groups.	Individuals not counted Elsewhere.
Materials, stock, etc.: —		
Baker's stock,	2	—
Basketry,	1	1
Broom stock,	1	1
Caning materials,	2	2
Peddler's stock,	3	3
Stock for small stores,	2	1
Stock for mop agency,	2	2
Printing business cards,	3	2
Rent,	1	1
Travel,	1	1
	— 47	— 34
3. By securing increased patronage in established occupation: —		
Boarding house,	2	2
Broom making,	1	1
Caning,	8	7
Music, performing,	1	1
Music, teaching,	2	—
Salesman,	2	1
Store,	2	—
Tuning,	1	1
Upholstery,	1	—
	— 20	— 13
4. Increased patronage by use of commission's canvasser: —		
Number of cases,	17	3
	— 17	— 3
Totals,	91	57

Shops, other than those in Cambridge.

We have three shops outside of Cambridge, in which employment is given to a limited number of blind employees. The lines of work done are, in general, chair seating, mattress making, cobbling and broom making, and each shop is the local agent of its community for the "Wundermop." Over each shop the sign "Workshop of the Massachusetts Commission for the Blind" is swung; each is centrally located in the business part of its city, and in full view of the passing public; each has at the head of its working force a blind foreman, who is an expert workman in chair

and mattress work; each foreman is held responsible for the output of first-class work by his men, and is receiving wages from the commission for serving in this capacity. In each of these shops the patronage of the local public is asked and generously given, and, although there has been great fluctuation in the amount of work received, it has never been necessary to close down, or to lay off any workman for more than a brief period. In each locality patronage is solicited, and shop cards and order blanks are distributed, by a partially blind canvasser. The wages paid (other than the foreman) are either on a piece basis or on a sliding day-wage scale, based upon the production, and is invariably the price paid by the customer for work done, less the cost of raw material at wholesale rates, and less that only. The commission contributes in each case the general running expenses of the business, such as rent, supervision (including wages of blind foremen, in one case of seeing superintendent, and of such portion of the deputy superintendent's time as may be needed), light, heat, telephone service, advertising (including both printing and the services of the partially blind canvassers), trucking, etc. It also carries in each shop a supply of materials used in the various lines of work, bought at the best figures obtainable, and charged against the workman at exactly the same rate, no matter how small the quantity used by him may be.

Pittsfield Shop.

At 24 Dunham Street, Pittsfield, is located the oldest of these three shops. There during the past year have been employed at different times 12 men, including the foreman and partially blind janitor.

The lines of work carried on have been: reseating of chairs in cane (both hand woven and cane webbing), pith, splint and rush; making of new and renovating of old mattresses; cobbling; cabinet making (including the production of footstools, many of which have received pith or rush bottoms, also of sewing tables, shirt-waist boxes, tool chests and various similar articles); and a small amount of simple upholstery repairing. The total wages received have been \$1,604.01. The making of new mattresses of the cheaper grades is a new feature this year, and has been watched with special interest. We have supplied one of the leading furni-

ture houses in the city, and have recently secured a second as a future customer. Those in charge believe that in this line there are great possibilities of employment for the blind, and hope to see it more fully developed in the near future.

The Pittsfield shop is also used as a training school for apprentices in all varieties of chair seating and in mattress making. The blind foreman is also retained in the capacity of instructor in these lines. During the year 11 apprentices have been accepted, of whom all but 1 received instruction from the foreman exclusively. Provision has been made for 3 others toward the end of the year, who have not yet been in attendance. This shop also acts as a distributing center for chair-seating materials. The commission's supply of these materials — cane, cane webbing, pith, splint and rush — is stored there, and sent thence to the other smaller shops as required. It is also sold to any blind worker in these lines, in whatever quantity desired, small or large, at exactly the same pro rata figure which it costs us at wholesale, thereby giving each individual worker, either in shop or at home, the benefit of invested capital without interest.

Both because of the double use of this shop as a shop and school, and the special oversight, other than instruction, necessary to be given to such a group of men, and also because of the remoteness of Pittsfield from Boston, it has seemed best to retain the services of a local superintendent, who has full charge of all affairs connected with the shop except those which fall to the foreman. This arrangement is eminently satisfactory.

Lowell Shop.

On June 1, 1908, a shop was opened at 98 Central Street, Lowell, for the employment of blind men of the city and its immediate vicinity. A total of 8, including the foreman and partially blind janitor, has been employed. The lines of work there are chair seating in all varieties excepting rush, mattress renovating, cobbling and broom making. The total wages during the six months this shop has been running have been \$342.08. With the exception of a seeing bookkeeper, there is no person other than the foreman employed in connection with the administration of the affairs of this shop beyond the direction given by the deputy superintendent, and the services of the canvasser, as above stated.

Worcester Shop.

The third shop in this group was opened at 194 Front Street, Worcester, on Sept. 1, 1908, for the employment of the blind men of Worcester County. The lines carried on are chair seating in all varieties, including rush, mattress making and cobbling. There have been employed in the shop or on its working force 6 men, of whom, however, 2 were obliged to withdraw on account of sickness before work was well under way. The total wages paid have been \$168.49. This includes, however, the wages of a seeing boy, who formerly worked for the foreman and now acts as janitor and general helper.

CHARLES W. HOLMES,

Deputy Superintendent, Industrial Department.

APPENDIX D.

APPROPRIATION FOR GENERAL EXPENSES. — DISBURSEMENTS, DEC. 1, 1907, TO NOV. 30, 1908.

I. — ADMINISTRATION DEPARTMENT (GENERAL OFFICES).

Salaries (two seeing superintendents, seeing deputy superintendent, blind deputy superintendent, stenographer, one-third of salary of another seeing deputy superintendent, a special assistant and blind switchboard operator),	\$7,762 87
Rent, heat, lighting and telephone,	1,382 86
Travelling expenses,	1,171 54
General expenses: —	
Express,	\$17 24
Postage,	94 06
Shelves in supply closet,	15 00
Special typewriting,	17 03
Stationery and printing,	58 40
Sundries,	138 99
Supplies,	61 40
Samples, purchased in England for educational purposes,	39 84
Photographs, etc., for exhibits,	89 08
	531 04
	\$10,848 31
Additions to general furnishings and office equipment,	54 53

II. — REGISTRATION AND INFORMATION.

Clerical work,	\$45 00
Supplies,	7 95
	52 95

III. — INDUSTRIAL AND EDUCATIONAL AID.

A. Apprentices.

Board and tuition paid for apprentices and pupils (less refunds),	\$2,753 19
Stock and tools furnished (net),	823 04
	3,576 23
Amounts carried forward,	\$10,955 79

<i>Amounts brought forward,</i>	\$3,576 23	\$10,955 79
Special wages paid (in connection with establishing blind men and canvass- ing for work for chair-caning shops),	282 00	
Guiding, etc.,	127 22	
Travel and sundries (of this amount, 30 cents not drawn from appropriation),	130 75	
	<hr/>	\$4,116 20
Reimbursement to shops for time spent in aiding blind agents to sell janitors' supplies,	65 84	
Toward maintenance of salesroom,	927 24	
Cobbling class: —		
Materials (less refunds),	\$196 64	
Instruction,	836 00	
Clerical assistance,	16 48	
Express, sundries, etc. (of this amount, \$1.35 not drawn from appropriation),	41 10	
Rent, heat and janitor's service,	188 00	
	<hr/>	\$1,278 22
Additions to equipment,	42 90	
	<hr/>	1,321 12
Purchased and distributed for industrial train- ing: —		
Two typewriters, at \$50,	\$100 00	
Six Braille writers,	72 00	
Twelve Braille pocket slates,	9 00	
Phonograph supplies,	1 60	
	<hr/>	\$182 60
Credit (sales): —		
One last year's Braille writer,	\$13 05	
One Braille slate,	75	
	<hr/>	13 80
	<hr/>	168 80
		<hr/>
		\$6,599 20
<i>B. Broom Shop (December to June).</i>		
Merchandise,	\$88 47	
Wages to blind instructor,	225 00	
	<hr/>	
<i>Amounts carried forward,</i>	\$313 47	\$6,599 20 \$10,955 79

<i>Amounts brought forward,</i>	.	.	\$313 47	\$6,599 20	\$10,955 79
Clerical work,	.	.	.	9 37	
Rent, heat and janitor's service, Dec. 1,					
1907, to June 1, 1908,	.	.	.	68 76	
				<hr/>	
				\$391 60	
Incidental expenses: —					
Express,	.	.	.	\$8 73	
Lighting,	.	.	.	93	
Sundries,	.	.	.	4 75	
Supplies,	.	.	.	7 15	
Travel,	.	.	.	1 35	
				<hr/>	
				22 91	
				<hr/>	
				\$414 51	
Equipment,	.	.	.	61 80	
				<hr/>	
				476 31	

(The broom shop became a part of the industrial department June 1, and all its assets were turned over to that department. Income from sales for six months, \$236.75.)

*C. Home Industries for Women: Maintenance
(drawn from Appropriation and Revenue).*

Merchandise,	.	.	.	\$966 25	
Payments to blind women,	.	.	.	741 74	
Salaries, seeing assistants, etc.,	.	.	.	758 76	
Rent, Dec. 1, 1907, to Dec. 1, 1908,	.	.	.	540 00	
Incidental expenses: —					
Advertising,	.	.	.	\$15 00	
Express,	.	.	.	50 60	
Postage,	.	.	.	29 36	
Sundries,	.	.	.	3 20	
Supplies,	.	.	.	7 14	
Travel,	.	.	.	53 47	
Electric lighting,	.	.	.	3 00	
				<hr/>	
				161 77	
				<hr/>	
				\$3,168 52	
Equipment,	.	.	.	22 37	
				<hr/>	
				\$3,190 89	
Less amount paid from revenue,	.	.	.	114 30	
				<hr/>	
				3,076 59	
				<hr/>	
				10,152 10	
				<hr/>	
<i>Amount carried forward,</i>	\$21,107 89

Amount brought forward, \$21,107 89

Sales in this department:—

Boston salesroom,	\$1,477 58
Manchester salesroom,	322 95

Total sales,	\$1,800 53
Inventory,	875 36

Total sales and inventory,	\$2,675 89
Inventory Dec. 1, 1907,	.	.	.	\$765 26	
Expenses from appropriation,	.	.	3,054 22		
Expenses from revenue,	.	.	114 30		
				3,933 78	

\$1,257 89

Less merchandise deductions from payments to consignors,	6 48
--	---	---	---	---	---	------

\$1,251 41

Due blind women for November labor,	.	.	64 02
Due consignors on November sales,	.	.	41 30

Total cost,	\$1,356 73
-------------	---	---	---	---	---	------------

IV. — PITTSFIELD SCHOOL FOR APPRENTICES.

Merchandise,	\$765 57
Paid to blind,	1,604 01
Paid to seeing,	513 06
Rent and heat,	423 83
Travelling,	78 10

Incidental expenses:—

Advertising,	\$187 38
Cleaning,	26 50
Electric lighting,	16 15
Express and cartage,	.	.	.	155 35	
Postage,	.	.	.	15 00	
Stationery and printing,	.	.	.	24 05	
Sundries,	.	.	.	21 56	

Amounts carried forward, . . . \$445 99 \$3,384 57 \$21,107 89

Amounts brought forward, . . . \$445 99 \$3,384 57 \$21,107 89

Supplies,	8 61		
Telephone,	71 18		
	<hr/>	525 78	
		<hr/>	
		\$3,910 35	
Additions to plant,		39 99	
		<hr/>	
		\$3,950 34	
Less amount paid by department from revenue,		956 36	
		<hr/>	2,993 98

V. — LOWELL SHOP (JUNE TO NOVEMBER, 1908, INCLUSIVE).

Paid to blind foreman and assistant,	\$100 00 ¹		
Rent,	108 00		
Clerical work,	10 00		
Advertising,	5 04		
Coal,	3 75		
Express,	37 44		
Lighting,	36		
Fitting-up expense,	30 86		
Sundries,	12 68		
Supplies,	11 69		
Postage,	2 02		
Stationery and printing,	23 75		
Travel,	30		
	<hr/>	\$345 89	
Cash advance drawn,	40 00		
Equipment,	163 92		
	<hr/>		549 81

VI. — WORCESTER SHOP (SEPTEMBER TO NOVEMBER, 1908, INCLUSIVE).

Paid to blind foreman,	\$69 00 ²		
Rent,	75 00		
Equipment expense,	47 38		
Advertising,	91		
Coal and coke,	2 60		
Express,	2 30		
	<hr/>		
<i>Amounts carried forward,</i>	\$197 19	\$24,651 68	

¹ In addition to \$100, noted above, the blind earned \$242.08 by piece work in six months.

² In addition to \$69, noted above, the blind earned \$99.49 by piece work in three months.

<i>Amounts brought forward,</i>	\$197 19	\$24,651 68
Postage,	1 30	
Stationery and printing,	19 25	
Sundries,	2 25	
Supplies,	4 48	
					<hr/>	
					\$224 47	
Cash advance drawn,	10 00	
Equipment,	88 85	
					<hr/>	323 32

VII. — CHAIR CANING (CAMBRIDGE, — TWO MONTHS).

Clerical work,	\$6 06	
Printing cards and tags,	13 54	
Express,	7 05	
					<hr/>	26 65
						<hr/>
						\$25,001 65

Deduct charges paid for by industrial department: —

General industrial aid express,	\$0 30	
Cobbling class express,	1 35	
					<hr/>	1 65

Total appropriation for general expenses, . . . \$25,000 00

(\$15 was refunded on equipment expense of Worcester shop, but has not been deducted from the total cost of maintenance, because not yet credited on bills to treasurer. After deducting \$1.65 for industrial department advance, there remains a balance of \$13.35 to be credited.)

General assets: —

Administration furnishings and fixtures,	\$1,766 68	
General industrial and educational aid equipment,	239 63	
Cobbling class equipment and inventory,	185 42	
Home industries for women,	3,134 34	
Pittsfield school for apprentices,	1,042 10	
Lowell shop equipment,	163 92	
Worcester shop equipment,	88 85	
					<hr/>	
						\$6,620 94

RESULTS OF OPERATIONS IN THE VARIOUS BRANCHES OF THE
INDUSTRIAL DEPARTMENT, DEC. 1, 1907, TO NOV. 30, 1908.

ART FABRIC SHOP.

Cash sales,	\$169 26	
Charge sales,	409 28	
	<hr/>	
	\$578 54	
Less discounts and commissions deducted, . . .	38 07	
	<hr/>	
Net sales,	\$540 47	
Finished goods sent: —		
To Boston salesroom,	3,213 48	
To Manchester salesroom,	213 91	
To home work salesroom,	63	
	<hr/>	
	\$3,968 49	
Inventory Nov. 30, 1908,	3,182 88	
	<hr/>	\$7,151 37
Inventory Dec. 1, 1907,	\$1,300 88	
Raw material purchased,	1,126 76	
Raw material received from rug shop,	61 46	
Blind labor on goods manufactured,	2,163 04	
Seeing labor on goods manufactured,	507 00	
	<hr/>	5,159 14
		<hr/>
Gross profit,		\$1,992 23

Operating Expenses.

Salaries to seeing,	\$1,722 50	
Rent,	\$649 96	
Water rates,	26 00	
Wages, blind janitor,	149 57	
Advertising,	22 50	
Coal,	219 66	
Express and freight,	44 96	
Cleaning and repairs,	84 25	
Lighting,	115 28	
Postage,	27 56	
Sundries (including equipment ex- pense),	53 73	
	<hr/>	
Amounts carried forward,	\$1,393 47	\$1,722 50 \$1,992 23

<i>Amounts brought forward,</i>	.	.	\$1,393 47	\$1,722 50	\$1,992 23
Supplies,	70 37		
Supplies from mop shop,	98		
Stationery and printing,	19 75		
Telephone,	81 71		
Travel,	12 34		
			<hr/>		
			\$1 578 62		
Credit: —					
Special receipt through superintendent of industrial department,	\$18 50		
For use of photos,	75 00		
			<hr/>	93 50	
				<hr/>	1,485 12
Total net operating expenses,		<hr/>	3,207 62
<hr/>					
Deducting gross profit leaves a net cost of			\$1,215 39
<hr/>					

RUG SHOP.

Cash sales,	\$231 56
Charge sales,	5,045 88
						<hr/>
						\$5,277 44
Less allowances and discounts and returned merchandise,	302 48
						<hr/>
Net sales,	\$4,974 96
Finished goods sent to salesroom: —						
As merchandise,	\$2,380 38
As furnishings,	26 75
						<hr/>
						2,407 13
Sent to Manchester,	164 55
Sent to other departments,	62 06
						<hr/>
						\$7,608 70
Inventory Nov. 30, 1908,	7,439 85
						<hr/>
						\$15,048 55
Inventory Dec. 1, 1907,	\$3,839 53
Raw material purchased,	6,750 32
						<hr/>
<i>Amounts carried forward,</i>	\$10,589 85
						\$15,048 55

Amounts brought forward, . . . \$10,589 85 \$15,048 55

Blind labor on goods manufactured, . . .	2,613 98	
Seeing labor on goods manufactured, . . .	446 20	
	<hr/>	13,650 03

Gross profit,		\$1,398 52
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Operating Expenses.

Salaries to seeing,	\$1,576 23
Rent,	\$480 00
Blind janitor,	202 10
Express and freight,	130 42
Extra cleaning and repairs,	35 76
Coal and wood,	148 00
Advertising,	62 73
Postage,	10 25
Lighting,	10 76
Stationery and printing,	28 40
Sundries (including equipment ex- pense),	78 19
Supplies,	229 44
Supplies from other departments,	1 05
Telephone,	65 18
Travel,	157 48
Commission on sales,	108 18
	<hr/>
	\$1,747 94

Credit:—

Payment from general appropriation, for rent, heat and janitors' service on account of cobbling class,	188 00
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1,559 94

Total net operating expenses,	<hr/> 3,136 17
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Deducting gross profit leaves a net cost of	<hr/> <hr/> \$1,737 65
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MOP SHOP.

Cash sales,	\$517 16
Charge sales,	5,946 69
	<hr/>
	\$6,463 85
Less discounts and allowances,	38 24
	<hr/>
Net sales,	\$6,425 61
	<hr/>
<i>Amount carried forward,</i>	\$6,425 61

<i>Amount brought forward,</i>	\$6,425 61	
Merchandise sent out as advertising samples,	.				23 63	
Merchandise sent to salesroom,	65 77	
Merchandise sent to Manchester, \$4.38; other departments, \$1.08,	5 46	
						\$6,520 47
Inventory Nov. 30, 1908,	6,132 24	
						\$12,652 71
Inventory Dec. 1, 1907,	\$1,027 34	
Raw material purchased (net),	8,647 67	
Raw material from other departments,	60	
Blind labor on goods manufactured,	1,252 80	
Seeing labor on goods manufactured,	14 39	
						10,942 80
Gross profit,	\$1,709 91

Operating Expenses.

Salaries to seeing,	\$1,005 60	
Salaries to blind overseer (four months),	156 00	
Commission to blind agents,	464 77	
Commission on sales (six months),	136 34	
Royalty to blind inventors,	277 03	
Rent,	\$208 02	
Blind janitor,	188 54	
Advertising (printing, etc.),	75 04	
Advertising samples,	23 63	
Coal,	96 75	
Cleaning and repairs,	49 70	
Express and freight,	328 35	
Lighting,	15 02	
Postage,	36 90	
Stationery and printing,	19 33	
Supplies,	117 46	
Supplies to other departments,	48	
Telephone,	65 16	
Travel,	149 70	
Sundries (including equipment expense),	90 48	
						\$1,464 56

Amounts carried forward, . . . \$1,464 56 \$2,039 74 \$1,709 91

Amounts brought forward, . . . \$1,464 56 \$2,039 74 \$1,709 91

Credit: —

Payment from general appropriation,
for rent, heat and janitors' service on
account of broom shop for six months,
to June 1, 1908,

68 76

1,395 80

Total net operating expenses, 3,435 54

Deducting gross profit leaves a net cost of \$1,725 63

BROOM SHOP (JUNE 1 TO NOV. 30, 1908).¹

Cash sales, \$51 16

Charge sales, 225 24

\$276 40

Less discounts and allowances, 89

Net sales, \$275 51

Brooms sent to salesroom, 3 08

Brooms sent to Manchester, 1 74

\$280 33

Inventory Nov. 30, 1908, 261 64

\$541 97

Inventory June 1, 1908, \$55 09

Raw material purchased, 321 64

Blind labor on goods manufactured (including fore-
man's wages),

344 76

721 49

\$179 52

Operating Expenses.

Clerical work, \$18 99

Rent, etc., 85 20

Coal, 21 25

Express, 8 80

Postage, 75

Amounts carried forward, \$134 99 \$179 52

¹ From August, 1907, to June 1, 1908, this shop was considered a part of general industrial and educational aid.

<i>Amounts brought forward,</i>		\$134 99	\$179 52
Sundries (including equipment expense),		9 24	
Supplies,		5 46	
Travel,		6 08	
		<hr/>	155 77
			<hr/>
Total net cost of operation,			\$335 29
			<hr/> <hr/>

TRACK BROOM DEPARTMENT.

Charge sales,	\$115 00	
Cash sales,	10 52	
	<hr/>	
	\$125 52	
Merchandise sent out as advertising samples,	25	
(No inventory Nov. 30, 1908.)		
	<hr/>	\$125 77
Inventory Dec. 1, 1907,	\$42 49	
Raw material purchased,	44 87	
Blind labor on goods manufactured,	37 92	
	<hr/>	125 28
		<hr/>
Gross profit,		\$0 49

General Expenses.

Salaries to seeing,	\$2 34	
Commission to blind agent,	15 00	
Royalty to blind inventor,	7 50	
Advertising samples,	25	
Express,	10 25	
Sundries,	20	
Supplies,	20	
	<hr/>	35 74
		<hr/>
Total net cost,		\$35 25
		<hr/> <hr/>

SALESROOM.

Cost of Selling Merchandise.

Salaries and wages to seeing,	\$672 42
Blind janitor,	258 35
Rent (including heat),	700 00
Lighting,	68 13
	<hr/>
<i>Amount carried forward,</i>	\$1,698 90

Amount brought forward,	\$1,698 90
Telephone,	75 07
Advertising,	87 92
Express,	21 74
Postage,	29 20
Sundries (including extra cleaning),	52 93
Supplies,	66 65
Printing and stationery,	11 84
Travel,	30 80
Commissions on sales (not including merchandise sold at wholesale),	79 19
Cash discounts on sales,	14 50
					<hr/> \$2,168 74
Received from general appropriation toward maintenance,	.				927 24
					<hr/> \$1,241 50
Depreciation caused by sales at wholesale,	.	.			\$247 94
Reduction on samples, etc. (as noted below),	.				338 23
					<hr/> 586 17
					<hr/>
Total net cost of operation,	\$1,827 67

	Rugs.	Linen.	Mops, Brooms, etc.	
Cash sales,	\$305 65	\$466 22	\$45 90	
Charge sales,	1,883 29	1,313 56	30 33	
	<hr/>	<hr/>	<hr/>	
	\$2,188 94	\$1,779 78	\$76 23	\$4,044 95
Sent to Manchester,	.	\$83 00		
Sent to home work salesroom,	.	3 00		
		<hr/>		86 00
				<hr/>
Total sales and merchandise to other departments,				\$4,130 95
Merchandise inventory at manufacturing cost, Nov. 30, 1908,				\$3,520 56
Difference between manufacturing cost and retail price of goods as charged by shops,			1,196 92	
			<hr/>	\$4,717 48
Less 50 per cent. reduction on selling price of samples and faded merchandise,			338 23	
Inventory and sales Nov. 30, 1908,			<hr/>	4,379 25
				<hr/>
				\$8,510 20
				<hr/> <hr/>

Inventory at selling price Dec. 1, 1907,	\$3,433 66
Received from shops Dec. 1, 1907, to Nov. 30, 1908: —	
Linen shop,	3,213 48
Rug shop,	2,380 38
Broom shop,	3 08
Mop shop,	65 77
	<hr/> \$9,096 37
Inventory and sales Nov. 30, 1908,	8,510 20
	<hr/>
Depreciation of merchandise (reduction of selling price),	\$586 17
	<hr/>

All merchandise sent to this department by the shops is invoiced at the selling price, although the stock, as a commission asset, is figured at cost.

In addition to rugs, linen, mops and brooms, baskets and wire work, consigned by blind home workers (men), were also sold as follows: —

Dec. 1, 1907, to May 31, 1908 (memorandum account),	\$107 80
June 1 to Nov. 30, 1908 (part of regular accounts),	136 95
	<hr/>
Total,	\$244 75
	<hr/>

MANCHESTER SALESROOM, OPEN FROM JULY 6 TO SEPT. 21, 1908 (ABOUT ELEVEN WEEKS).

Industrial Department Sales.

	Rugs.	Linen.	Mop.	Brooms.	Total.
Cash,	\$112 80	\$163 75	\$5 40	\$0 70	\$282 65
Charge,	118 20	144 60	55	—	263 35
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	\$231 00	\$308 35	\$5 95	\$0 70	\$546 00

Merchandise received from shops and salesroom at 25 per cent. less than selling price: —

Salesroom (linen), net,	\$83 00
Linen shop,	213 91
Rug shop,	164 55
Broom shop,	1 74
Mop shop,	4 38
Total cost to department of merchandise,	<hr/> 467 58
	<hr/>
Difference between cost and selling price,	\$78 42
	<hr/>

Cost of Maintenance.

Salaries to seeing clerks,	\$68 18
Blind assistant,	60 50
Advertising,	35 95
	<hr/>
Amount carried forward,	\$164 63

<i>Amount brought forward,</i>	\$164 63
Express,	24 95
Postage,	13 00
Sundries (including equipment expense),	13 85
Supplies,	27 36
Travel,	25 89
Total cost of maintenance,	\$269 68
Deduct net loss of department as per ledger account (see summary of operations),	128 24
Gross profit,	\$141 44
Subtract profit on sales,	78 42
Additional profit accruing to department through home work salesroom orders, credited as sales but not charged as merchandise,	\$63 02

In addition to industrial department sales there were sold:—
 Baskets, stools, etc., consigned by blind men (and included in total sales in condensed statement of results), \$147 05

Home work salesroom, stock and orders,	\$274 30
Home work salesroom, consignments,	48 65
Included in home work salesroom report,	<u>\$322 95</u>

The amount \$63.02 is noted as a gain to the industrial department as a whole. (See condensed statement of results.)

GENERAL EXPENSE ACCOUNT (EXPENSES INCURRED ON ACCOUNT OF THE INDUSTRIAL DEPARTMENT, AND YET NOT DIRECTLY CHARGEABLE TO ANY PARTICULAR SHOP).

Salaries to seeing (including two-thirds of book-keeper's salary),	\$790 64
Express,	25
Advertising (on account of shops),	35 75
Postage (in connection with accounts),	18 60
Supplies (accounts and shops),	60 92
Sundries (shops),	22 55
Travel,	3 20
	<u>\$931 91</u>
Add telephone exchange service for two months,	102 13
Total disbursements,	<u>\$1,034 04</u>

PLANTS AND FURNISHINGS.

Art Fabric Shop.

Net value Dec. 1, 1907,	\$1,492 74
Additions Dec. 1, 1907, to Nov. 30, 1908,	258 91
	<hr/>
	\$1,751 65
Less depreciation for one year (on purchases to June 1, 1908),	148 60
	<hr/>
	\$1,603 05
Less cash sales, May and November, 1908,	55 50
	<hr/>
Net value Nov. 30, 1908,	<u>\$1,547 55</u>

Additions to plant include: remodelling of 4 looms, \$155; purchase of cabinet, \$25. The balance was made up of sundry supplies.

Rug Shop.

Net value Dec. 1, 1907,	\$1,260 17
Additions Dec. 1, 1907, to Nov. 30, 1908,	147 31
	<hr/>
	\$1,407 48
Less depreciation for one year (on purchases to June 1, 1908),	128 90
	<hr/>
Net value Nov. 30, 1908,	<u>\$1,278 58</u>

Additions to plant include: lumber for closet, \$48.29; one-half cost of Fairbanks scales, \$11; suit case for samples, \$9; 7 baskets for looms, \$7.67; 2 desk chairs, \$7.44; gas stove, \$2.50; desk, \$3. The balance was made up of sundry supplies.

Mop Shop.

Net value Dec. 1, 1907,	\$347 88
Additions Dec. 1, 1907, to Nov. 30, 1908,	507 44
	<hr/>
	\$855 32
Less depreciation for one year (on purchases to June 1, 1908),	55 28
	<hr/>
Net value Nov. 30, 1908,	<u>\$800 04</u>

Additions include: 1 sewing machine and motor, \$235; 1 mop end cutter, \$115; mop clamps, \$36; one-half cost of Fairbanks scales, \$11; twine trays, \$9; 4 baskets, \$5.33.

Broom Shop.

Value of plant as turned over to industrial department June 1, 1908,	\$142 47
Additions, June 1 to Nov. 30, 1908,	18 78
	<hr/>
	\$161 25
Less 5 per cent. depreciation on purchases to June 1, 1908,	7 12
	<hr/>
	\$154 13
Cash sale in October,	1 24
	<hr/>
Net value Nov. 30, 1908,	\$152 89
	<hr/> <hr/>

General Salesroom.

Net value Dec. 1, 1907,	\$1,087 05
Rug received from rug shop as furnishing,	26 75
Sundry supplies purchased,	3 75
	<hr/>
	\$1,117 55
Less depreciation for one year (on purchases to June 1, 1908),	107 35
	<hr/>
Net value Nov. 30, 1908,	\$1,010 20
	<hr/> <hr/>

Manchester Salesroom.

Display signs,	\$18 40
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SUMMARY OF OPERATIONS FOR ONE YEAR, DEC. 1, 1907, TO NOV. 30, 1908.

Net cost: —

Art fabric shop,	\$1,215 39
Rug shop,	1,737 65
Mop shop,	1,725 63
Broom shop,	335 29
Track broom department,	35 25
General salesroom,	1,827 67
Manchester salesroom,	128 24
General expense account and telephone,	1,034 04
	<hr/>
	\$8,039 16
Less interest on deposits and cash surplus,	20 96
	<hr/>
	\$8,018 20
Add depreciation on plants,	447 25
	<hr/>
Amount carried forward,	\$8,465 45

Amount brought forward,	\$8,465 45
Subtract reduction in difference between cost and selling price of salesroom merchandise, as follows:—	
Nov. 30, 1907, difference,	\$1,140 46
Nov. 30, 1908, difference,	858 69
	<hr/>
	\$281 77
Or difference between manufacturing cost and selling price of unsold merchandise at salesroom, consigned by shops between Dec. 1, 1907, and Nov. 30, 1908,	281 77
	<hr/>
Total net cost of maintenance,	\$8,183 68
	<hr/>

CONDENSED STATEMENT OF RESULTS FOR ONE YEAR, DEC. 1, 1907, TO
NOV. 30, 1908.

Total merchandise cash purchases,	. . .	\$16,899 29	
Total cash purchases for plants,	. . .	954 59	
Total labor, selling and manufacturing expense,	. . .	19,895 05	
Total operating cost,	. . .	\$37,748 93	
Add broom shop plant acquired June 1, 1908,	. . .	142 47	
Add broom shop plant merchandise, inventory of			
June 1, charged November 30,	. . .	55 09	
Consigned goods purchased (and sold) from blind			
men, June 1 to Nov. 30, 1908,	. . .	286 50	
			\$38,232 99
Total stock sales for the year,	. . .	\$16,954 26	
Total sales of consignments, June 1 to			
Nov. 30, 1908,	. . .	286 50	
Total sales of plant sundries,	. . .	56 74	
Sold to home work salesroom,	. . .	3 63	
Advertising samples distributed,	. . .	24 88	
			\$17,326 01
Inventories Nov. 30, 1908: —			
Raw material,	. . .	\$6,211 87	
Finished goods,	. . .	14,094 18	
Coal,	. . .	235 79	
			\$20,541 84
Inventories Dec. 1, 1907: —			
Raw material,	. . .	\$2,975 10	
Finished goods,	. . .	5,547 24	
			8,522 34
Add gain in inventories,	. . .		12,019 50
(More than two-thirds of this gain in inventories is			
in the form of finished goods.)			
Amounts carried forward,	. . .	\$29,345 51	\$38,232 99

<i>Amounts brought forward,</i>	\$29,345 51	\$38,232 99
Plants Nov. 30, 1908,	\$4,807 66	
Plants Dec. 1, 1907,	4,187 84	
Add gain in plants,	<u>619 82</u>	
Add surplus over difference between cost and selling price of rugs, linen, etc., sold at Manchester salesroom (see department report),	63 02	
					<u>30,028 35</u>	
						\$8,204 64
Less interest on deposits and surplus cash, entered to credit of profit and loss account,	20 96
						<u>\$8,183 68</u>

Analysis of Labor, Manufacturing and Selling Expense.

Labor, blind,	\$7,427 56
Commission to blind agent,	479 77
Royalty to blind inventors,	284 53
						<u>\$8,191 86</u>
Commission to seeing salesman,	244 52
Salaries paid to seeing persons,	6,824 49
General expenses,	4,634 18
						<u>\$19,895 05</u>

The total production of merchandise for the year, at manufacturing cost (that is, cost of raw material plus manufacturing labor), was \$21,042.61.

INDUSTRIAL DEPARTMENT. — FINANCIAL CONDITION, Nov. 30, 1908.

Assets.

Cash on hand,	\$643 15
Accounts receivable: —						
General,	\$1,925 32
Salesroom,	801 68
Special accounts,	104 50
						<u>2,831 50</u>
<i>Amount carried forward,</i>	\$3,474 65

Amount brought forward, \$3,474 65

Merchandise on hand, as per inventories: —

	Raw Material.	Finished Goods.	Sundries.	Total.	
Art fabric shop,	\$1,630 03	\$1,444 56	\$108 29	\$3,182 88	
Rug shop, .	3,604 32	3,771 78	63 75	7,439 85	
Mop shop, .	844 61	5,239 82	47 81	6,132 24	
Broom shop, .	132 91	112 79	15 94	261 64	
General sales-					
room (at man-					
u f a c t u r -					
ing cost), .	—	3,520 56	—	3,520 56	
Janitor supplies					
department, .	—	4 67	—	4 67	
	<hr/>	<hr/>	<hr/>	<hr/>	
	\$6,211 87	\$14,094 18	\$235 79	\$20,541 84	20,541 84

Plants: —

Art fabric shop,	\$1,547 55	
Rug shop,	1,278 58	
Mop shop,	800 04	
Broom shop,	152 89	
General salesroom,	1,010 20	
Manchester salesroom,	18 40	
	<hr/>	4,807 66

Total assets, \$28,824 15

Liabilities.

Accounts payable,	\$7,445 43	
Amount due general salesroom consignors, on		
baskets, etc., sold,	51 60	
	<hr/>	7,497 03

Net assets Nov. 30, 1908, \$21,327 12

Net assets Nov. 30, 1907, \$13,856 74

Appropriation for industries, 1907-08, representing
capital invested, \$15,000 00

Broom shop assets, etc., placed to credit of indus-
trial department, June 1, 1908, 654 06

15,654 06

\$29,510 80

Less net assets Nov. 30, 1908, 21,327 12

Total net cost of maintenance (see summary of operations), \$8,183 68

NOTES.

The second annual financial report of the industrial department shows some interesting figures, in comparison with those for 1906-07.

The total sales of the industrial department products (rugs, linen, mops, brooms) for 1907-08 were \$16,954.26, against \$12,150.14 for the previous year. As the latter amount includes janitors' supplies sales of nearly \$2,500, and as this sort of merchandise was practically not sold during the last year, the gain in sales was really 75 per cent.

The larger output of the shops resulted in better wages to the blind, as well as employment of more workers. There was paid to the blind \$8,191.86, against \$5,662.05 in 1906-07, — a difference of more than \$2,500. This means a dollar put into the pockets of the blind for every dollar spent in operation for the year.

LENA E. MENDELSON,
Deputy Superintendent, Industrial Department.

